

## **The relationship between visual management and institutional excellence in the Ministry of Youth and Sports**

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### **Introduction:**

The modern organizations are witnessing a renewal and a great development especially in the field of management; many modern administrative methods have replaced the traditional administration which no longer meets the requirements of this era. One of these modern management styles is the (Visual Management), Which derives its idea and strength through the transformation of the administration into a visual method, in which there is an effective administration with a clear system, planning and vision that; enables the involvement of the subordinates, monitoring the work process, a sense of responsibility and motivation towards work and achievement

Therefore, senior management and officials of the organization must seek to

implement the requirements of visual management and reflect the methodology of modern management on the values, beliefs, customs and expectations of the organization which represent elements of organizational culture. The visual administration comes in its various strategies by setting the rules of work in the forefront of the tasks of visual administration, which in turn achieves participation and equality among the employees. (Amira bint Abdul Rahman 2012: 40).

The institutions that use the method of visual management are distinct in achieving their strategic goals and have the ability to translate their vision and mission and work to promote excellence and creativity in various fields. In light of the existing changes,

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the organization is no longer required to achieve performance only, but excellence in performance in order to survive and continue. This reflects the extent to which human resources perform their tasks according to specific criteria through the performance evaluation process in order to reach the outstanding performance. (Ali Ghazi 2014: 12).

Excellence is an intellectual style and an administrative philosophy based on a methodology related to how to achieve tangible results of the institution to achieve balance in satisfying all needs. Excellence is a comprehensive concept that is indivisible; In other words, it is not possible for any institution to excel in a field while the performance in other fields is broken. Balance and intertwining are two essential characteristics of excellence. They are two sides of the same currency. (Reda al-Sayed, 2007: 114).

### **Research problem :**

The sports institutions face many challenges, foremost of which is administrative challenge, which is the

methods used in management, It is becoming increasingly complicated in a business environment characterized by constant change and rapid technological and technical development, Especially when these institutions set in mind the achievement of excellence, which is the goal of any institution, This requires that these institutions adopt an advanced management approach so that they can deal efficiently and effectively with the environmental, economic, technological, social, cultural, legislative and legal variables to achieve institutional excellence. The Ministry of Youth and Sports is the institution responsible for its sports institutions in Egypt and works to rehabilitate youth and develop them spiritually, culturally, scientifically, physically, psychologically and socially, and enable them to participate effectively through working with other ministries, institutions and individuals, Sport is nowadays an area dominated by the techniques and methods used in its management, as the global development, which is continuously seen in the field

of sports, is in fact only the result of careful scientific planning depends on the administrative method used to achieve excellence in all fields.

Therefore, the two researchers saw the need to identify the reality of the strategies of visual management as a modern administrative method, which is (strategy of setting the rules of action - the strategy of Cleansing - strategy to eliminate waste), As well as to recognize the extent of achieving the institutional excellence represented in (excellence leadership - service excellence - human excellence - knowledge excellence) From the point of view of the sports specialists working in the Ministry of Youth and Sports entrusted with the implementation of the activity and operational plans of the central and sub-departments administration and meet the requirements of work in accordance with the regulations and laws, the implementation of approved projects and programs and the removal of obstacles that hinder their implementation.

Based on the above, the research problem was developed to identify the strategies of the visual management and its relationship to institutional excellence in the Ministry of Youth and Sports.

**Research terms:**  
**visual management**

Nike (Nick2011: 18) defines visual administration as one of the modern administrative approaches, in which attention is paid to the means and objectives, so that the vision of the organization is transferred to the mind and conscience of its employees. These workers strive to achieve their goals, mission and vision.

**Institutional Excellence**

(Ghabbour El Helaly, Amany El Sayed 2012: 121). Organizational Excellence: The activities that make the institution distinguished in its performance by employing the capabilities and resources available to be effective and distinguished in a way that is superior to the rest of the competitors. This is reflected in how to deal with customers and how to perform activities and prepare administrative and

organizational policies and strategies.

**Research goal:**

The aim of the research is to study the strategies of the visual administration and its relation to achieving institutional excellence in the Ministry of Youth and Sports through identifying:

- 1- What is the reality of the visual management strategies (strategy of developing the rules of work - the strategy of purification - strategy of eliminating waste) in the sports specialists in the Ministry of Youth and Sports?
- 2- What is the reality of institutional excellence (leadership excellence, human excellence, service excellence, knowledge excellence) among the sports specialists in the Ministry of Youth and Sports?
- 3- What is the relationship between the strategies of the visual administration (strategy of developing the rules of work - the strategy of purification - the strategy of eliminating waste) and institutional excellence (leadership excellence - human excellence - services excellence - knowledge excellence) among

sports specialists in the Ministry of Youth and Sports?

**Research Methodology:**

The two researchers used the descriptive approach in the survey and analysis method, which is the most appropriate method for the nature of this research and its variables and achieve its objectives.

**Research community**

The research community included 298 sports specialists from the following central administrations:

- 1- (93) Sports specialist from the Central Administration of Sports Performance.
- 2- (90) Sports specialist from the Central Administration of sports development programs.
- 3- (81) Sports specialist from the Central Administration for Sports Investments.
- 4- (34) Sports specialist from the Central Administration of Control and Standards

table (1) shows the quantitative description of the basic and exploratory research sample for ministry youth and sports .

**Table (1)**

### Characterization of the community and basic and exploratory sample of research

Ser.	Administration sample	Central Administration of Sports Performance	Central Administration of Sports Development Programs	Central Administration for Sports Investments	Central Administration of Control and Standards	Total
1	Basic sample	40	35	35	25	135
2	Exploratory sample	5	4	6	5	20
3	Total	45	39	41	30	155

**Data collection tools:**

**Documents and records:**

The researcher reviewed the documents related to executive plans, ministerial decisions and organizational structures of the central administrations under consideration, as well as access to scientific references, studies and previous research related to visual management and institutional excellence.

**personal interview:**

The researcher conducted a not formalized personal interview with some of the leaders and employees of the central departments under the Ministry of Youth and Sports to identify the research community and identify the basic and exploratory sample.

**The questionnaire:**

Two questionnaires, one of them (visual management

strategies and the other institutional excellence).

**First: Visual Management Strategies Questionnaire:**

Designed by the two researchers.

The two researchers designed the visual management strategies questionnaire; the two researchers followed the following in designing the questionnaire:

Through the analysis of many scientific references and previous studies, the researchers reached (3) axes, these topics were presented to (8) eight experts in the field of sports management (Annex 1), to give an opinion on the extent to which the axes are suitable for designing the questionnaire. Table (2) shows this, (Annex 4).

**Table (2)**

**Percentage of expert opinions in the visual management strategies questionnaire N=8**

Serial	Axes	Percentage %
1	Strategy for developing business rules	100
2	Cleansing Strategy	87.5
3	Strategy to eliminate waste	87.5

Table (2) shows the approval of experts on the axes by a percentage of (87.5: 100) percent. The two researchers accepted the axes that received a higher percentage of 75% and thus all the axes were accepted.

The two researchers also developed a set of statements for each of the three axes of the questionnaire according to the

following: 9 terms for the first axis, 10 terms for the second axis and 11 terms for the third axis. The total number of terms was 30 terms. Then the questionnaire was presented in its preliminary form A (2) to the experts to express an opinion on the appropriate extent of the terms. Table (3).

**Table (3)**

**Percentage of expert opinions on the extent to which the terms of reference are appropriate N=8**

SER.	AXES	TERM										
		1	2	3	4	5	6	7	8	9	10	11
1	Strategy for developing business rules	100	100	100	100	87.5	87.5	62.5	100	100		
2	Cleansing Strategy	100	100	62.5	87.5	100	100	87.5	62.5	100	100	
3	Strategy to eliminate waste	87.5	87.5	87.5	87.5	100	87.5	87.5	100	100	100	87.5

It is clear from Table (3) that the expression number 7 of the first axis obtained the approval ratio of 62.5% and the second and third expressions of

the second axis reached 62.5% These percentages are less than the 75% that the researchers approved to accept the phrase. Therefore, these

statements were deleted and the following table shows the number of excluded and added

statements and the number of final statements of the questionnaire.

**Table (4)**  
**Number of excluded and added statements and number of final statements Of the visual management strategies questionnaire**

Ser.	Axis	No. of terms in its preliminary form	No. of excluded terms	No. of added terms	Final No. of terms
1	Strategy for developing business rules	9	1	-	8
2	Cleansing Strategy	10	2	-	8
3	Strategy to eliminate waste	11	-	-	11
Total no.		30	3	-	27

After reviewing the opinions of the arbitrators, the researchers excluded the statements that received the approval of less than 75% of the opinions of the experts. The words that were approved were selected by 75% and more, which is clear and accurate in expressing the axis represented.. Thus, the questionnaire was developed in its preliminary form Bin Annex 3.

**Scientific Transactions of the Visual Management Strategies Questionnaire:**

First: Calculate the validity of the questionnaire:

To calculate the validity of the questionnaire, the two researchers used both of:

- A- The sincerity of the content.
- (B) The sincerity of internal consistency.(Annex 7,8,9).

**Stability (Annex 10)**

The two researchers designed the institutional excellence questionnaire as following:

Through the analysis of many scientific references and previous studies, the researchers reached (4) axes, which were presented to (8) eight experts in the field of sports management, Annex (1) to give an opinion on the extent of these axes to design the questionnaire, see table (9),

-(Agree) is estimated by (3) degrees.

-(To a certain extent), it is estimated to have (2) degrees.

-(Strongly disagree), is estimated to have (1) one degree.

The maximum score is (35) and the minimum is (105).

Table (9) (Annex 11)

And Annex 12 clarify (The percentage of views of experts in the questionnaire axes).

Table (11) (Annex 13) clarify the Number of excluded, added statements and number of final statements to the institutional excellence questionnaire.

First: Calculate the validity of the questionnaire:

To calculate the validity of the questionnaire, the two researchers used both of:

A- The sincerity of the content.  
 (B) The sincerity of internal consistency,(Annex 14).

Stability (Annex 15).

View, interpret, and discuss findings.

The researchers will review and discuss the research results as:

What is the reality of the visual management strategies (the strategy of setting the rules of work - the cleansing strategy - the strategy of eliminating waste) in the sports specialists in the Ministry of Youth and Sports?

**Table (5)**

**Frequency, average score, average response rate, Ka box, and ranking of the responses of the research sample for the terms of the first axis, "Strategy for developing the work rules of the sports specialists in the Ministry of Youth and Sports" (n= 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
1	Establish clear rules of action	114	84.44	9	6.67	12	8.89	372	0.92	158.80	1
2	Assign tasks to responsibilities so as not to allow business overlap.	93	68.89	24	17.78	18	13.33	345	0.85	77.20	2
3	Develop rules of action that are consistent with their mission, goals and strategic objectives.	77	57.04	54	40.00	4	2.96	343	0.85	61.91	3



**Follow Table (5)  
Frequency, average score, average response rate, Ka box, and ranking of the responses of the research sample for the terms of the first axis, "Strategy for developing the work rules of the sports specialists in the Ministry of Youth and Sports" (n= 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
4	Develop objective business evaluation methods.	69	51.11	42	31.11	24	17.78	315	0.78	22.80	4
5	Develop business rules continuously to become more effective.	48	35.56	69	51.11	18	13.33	300	0.74	29.20	7
6	View the plans and their terms on the employees.	54	40.00	66	48.89	15	11.11	309	0.76	31.60	5
7	Develop administrative work programs that contain a variety of activities.	42	31.11	87	64.44	6	4.44	306	0.76	73.20	6
8	Build strategic plans and implement them accurately.	39	28.89	72	53.33	24	17.78	285	0.70	26.80	8
Axes total score								2575	0.79		
Minimum confidence = 0.59						Maximum confidence = 0.75					

F= Frequency

Table (5) shows the following: The mean (1, 2, 3, 4, 6, and 7) in addition to the overall score of the axle is higher than the upper limit, which indicates that it has achieved a great achievement for the strategy of setting the

**work rules** of the sports specialists in the Ministry of Youth and Sports.

The percentage of phrases (5, 8) is limited to the minimum and above, which indicates an average achievement of the **strategy of setting the work**

**rules** of the sports specialists in the Ministry of Youth and Sports.

The results also confirmed that the focus of strategy to develop the rules of work to a large extent because the rules are clear and serve the message of the Ministry of Youth and Sports in the best way, They must not be rigid rules so that they can be developed and modified to be simple and effective and keep pace with the culture of speed that characterizes the new world order, These rules include the definition of tasks, methods and criteria for measuring performance, methods of auditing and evaluation through the objective study and a simple and clear scientific methodology carried out by the internal and external regulators.

These results are in line with the results of the study of Suzanne Ahmed Hamada (2018) (5). The strategy of

setting the rules of work ranked first in terms of importance and the collective work contributes to improving the performance. It also agrees with the results of the study of Wajid bin Matar Al-Hazli (2015) 14 that there is a great possibility to apply the administrative requirements of the rules of work for the visual administration .

The researchers attributed the result to the fact that sports specialists at the Ministry of Youth and Sports are committed to working through many clear rules of action Which are committed by everyone from the highest grades in the ministry to the least in the conduct of the work of all central departments without overlap in the competencies required from each department and cooperation among them in the achievement of those tasks, which is certainly in line with the ministry's mission and strategies.

**Table (6)**  
**Frequency, estimated score, percentage of response, Ka box and order of responses of the research sample for the phrases of the second axis "purification strategy of the sports specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	Agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
9	Diagnose problems and develop appropriate solutions.	108	80.00	21	15.56	6	4.44	372	0.92	134.80	1
10	Exclude persons who hinder work	87	64.44	21	15.56	27	20.00	330	0.81	59.20	2
11	Making policy changes to the benefit of the business	21	15.56	72	53.33	42	31.11	249	0.61	29.20	8
12	Diagnose problems and develop appropriate solutions.	108	80.00	21	15.56	6	4.44	372	0.92	134.80	1
13	Exclude persons who hinder work	87	64.44	21	15.56	27	20.00	330	0.81	59.20	2
14	Making policy changes to the benefit of the business	21	15.56	72	53.33	42	31.11	249	0.61	29.20	8
15	Follow change management to meet future challenges	39	28.89	48	35.56	48	35.56	261	0.64	1.20	7
16	The pursuit of continuous improvement and performance development.	51	37.78	72	53.33	12	8.89	309	0.76	41.20	3

**Follow Table (6)**  
**Frequency, estimated score, percentage of response, Ka box and order of responses of the research sample for the phrases of the second axis "purification strategy of the sports specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	Agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
17	Eliminate corruption and administrative hypocrisy	60	44.44	48	35.56	27	20.00	303	0.75	12.40	4
18	Eliminate routine that would disrupt the work process	45	33.33	48	35.56	42	31.11	273	0.67	0.40	5
19	Eliminate the method of supervisory violence against its employees.	45	33.33	39	28.89	51	37.78	264	0.65	1.60	6
Axes total score								2361	0.73		
Minimum confidence = 0.59						Maximum confidence = 0.75					

F= Frequency

Table (6) shows the following:

- The mean of phrase (9, 10, 13, and 14) is higher than the upper limit, which indicates a significant achievement of the **clearance strategy** of the sports specialists in the Ministry of Youth and Sports.
- The percentage of phrases (11, 15, 12, and 16) was limited to the minimum and the highest, indicating an average achievement of the

**clearance strategy** of sports specialists in the Ministry of Youth and Sports.

- These results are in line with the results of Huda Qasim Said's study (2017). 13 The visual management affects its administrative and technical requirements in the elements of organizational culture represented by values, beliefs, customs and expectations. The

senior management encourages communication and exchange of information among employees through training. The staff is aware that drawing up a set of strategic plans in the company's departments is one of the priorities of the administrative work and a basic requirement of visual management in developing appropriate and fair mechanisms to reward outstanding employees. It also agrees with the results of the Schultz study (2013 Schultz) in that visual management is the process of university system management that improves quality and improves the performance of employees, thus achieving performance objectives, resulting in a continuous flow of activities. These results are consistent with the results of the study of Suzanne Ahmed Hamada (2018) that the University College of Applied Sciences implements the three visual management strategies, after which the cleansing strategy

achieved the last rank in relative importance. Because of the college's keenness to create and encourage the job environment for university work.

The researchers attributed the result to the fact that the clearance strategy is important to get down to the ground to diagnose the problems and their causes accurately so that the treatment can be characterized appropriately. The management of the site of events is aimed at continuous improvement, so it is the management of the present to discover deficiencies, and management of the future to develop performance within the ministry, it always seeks to identify the problems that occur in all departments and stand on them, collect data and information on this problem and try to resolve it appropriately. Whether solutions are known in advance, or trying to reach innovative and new solutions.

**Table (7)**  
**Frequency, estimated score, percentage of response, Ka box and**  
**order of responses of the research sample for the phrases of the**  
**third axis " the strategy of eliminating waste of the sports**  
**specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
1	Develop a regulatory system that aims at clarifying how and the quality of the current performance	60	44.44	51	37.78	24	17.78	306	0.76	15.60	7
2	Emphasis on the concept of management in the service of the ministry.	42	31.11	66	48.89	27	20.00	285	0.70	17.20	10
3	Take advantage of information technology to save time and effort.	51	37.78	66	48.89	18	13.33	303	0.75	31.60	9
4	Spreading the culture of optimal resource utilization.	36	26.67	75	55.56	24	17.78	282	0.70	31.60	11
5	Introducing the value of speed with proficiency in performance within the culture of employees in the ministry.	72	53.33	27	20.00	36	26.67	306	0.76	25.20	6
6	Participation of employees in the development of future visions.	57	42.22	51	37.78	27	20.00	300	0.74	11.20	8

**Follow Table (7)**  
**Frequency, estimated score, percentage of response, Ka box and order of responses of the research sample for the phrases of the third axis " the strategy of eliminating waste of the sports specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
7	Take immediate action to contain and monitor any situation.	114	84.44	15	11.11	6	4.44	372	0.92	134.80	3
8	Define aspects of disbursement on different activities	108	80.00	21	15.56	6	4.44	372	0.92	134.80	3
9	Goal setting in view of available resources.	72	53.33	39	28.89	24	17.78	318	0.79	173.20	2
10	Provision of requirements commensurate with the allocated budget	117	86.67	6	4.44	12	8.89	375	0.93	173.20	2
11	Decision-making at an appropriate time for the benefit of the work.	87	64.44	42	31.11	6	4.44	351	0.87	73.20	4
Axel total score								3576	0.80		
Minimum confidence = 0.59						Maximum confidence = 0.75					

F= Frequency

Table (7) shows the following:

- Average of phrases (17, 21, 23, 24, 24, 25, 26, 27) was higher than the upper limit, indicating a significant achievement of the **elimination**

**waste strategy** of sports specialists in the Ministry of Youth and Sports.

- The percentage of phrases (18, 19, 20, 22) is limited to the minimum and

maximum, which indicates the average achievement of the **strategy of eliminating waste** of sports specialists in the Ministry of Youth and Sports.

These findings agree with the results of the **Marcella & et al. (2011) 18** that visual management requires good prescriptive leadership and personal qualities to solve the problems of the crisis in education in Kenya and to develop it. Studies also show that the nature of visual management reflects the performance of the universities and their progress. It must be constantly developed and maintained the human resource and improve its performance. Visual management contributes significantly to raising the level of motivation for work.

It is also consistent with the results of **the Huda Kassem Said study (2017). 13** The need to support the senior management of any new ideas offered by employees to encourage them towards creativity, innovation and participation in developing the vision of developing the Ministry of Higher Education and providing the necessary needs on time and contribute to solving problems before inflating them .

The two researchers attribute the result to the fact that there is a tight control

system for all sports specialists in the Ministry of Youth and Sports in all the central departments. Therefore, the work depends on the speed of performance in the belief that work within the ministry is the starting point for most of the work in the youth and sports directorates in the governorates.

Therefore, all the decisions of the Minister and the assistants of the Minister and the heads of the central departments of the Ministry to continue with the sports specialists and to ensure the extent of interest in the implementation of orders and decisions that have been taken, the time factor has a major role in the completion of any work within the ministry, any deviation from the required intervention is directly to the adjustment and contain any problems may face work before the escalation and reach the degree of crisis, And follow up the required amendments and feedback from the departments of assistance and support or the directorates of youth and sports in the provinces, which meet any potential problem and deal with it in a way that facilitates the work and achieve the required achievements immediately, especially that most problems are concentrated in the



disbursement and financial allocations for each activity or project and the delay of these allocations lead to face many problems with suppliers and dealers with the Ministry and the departments affiliated to them, The available resources and financial budgets determine directly the specific objectives desired by each department.

This is the answer to the first question, which describes what are the strategies of the visual

administration (strategy of setting the rules of action - the strategy of purification - strategy to eliminate waste) in the sports specialists in the Ministry of Youth?

Answer the second question which states:

What is the reality of the strategies of institutional excellence (leadership excellence, human excellence, service excellence, knowledge excellence) in the sports specialists in the Ministry of Youth?

**Table (8)**  
**Frequency, percentage of average response, Ka box, and order of the responses of the research sample for the terms of the first axis "leadership excellence of the sports specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
1	Commitment to the standards and contents of leadership excellence.	45	33.33	72	53.33	18	13.33	297	0.73	32.40	7
2	Building strategic objectives based on employee needs and desires..	51	37.78	45	33.33	39	28.89	282	0.70	1.60	9
3	Take the planning process for future needs.	60	44.44	57	42.22	18	13.33	312	0.77	1.60	6

**FollowTable (8)**  
**Frequency, percentage of average response, Ka box, and order of**  
**the responses of the research sample for the terms of the first axis**  
**"leadership excellence of the sports specialists in**  
**the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
	The establishment of specialized courses in order to familiarize employees with the importance of excellence in work..	66	48.89	57	42.22	18	13.33	312	0.77	24.40	5
5	The pursuit of a good competitive position	48	35.56	63	46.67	24	17.78	294	0.73	17.20	8
6	Encourage its employees towards new distinct ideas.	74	54.81	42	31.11	19	14.07	325	0.80	33.91	4
7	Provide the necessary arrangements to provide outstanding performance.	91	67.41	33	24.44	11	8.15	350	0.86	75.91	2
8	Stimulate employees to perform well.	102	75.56	15	11.11	18	13.33	354	0.87	108.40	1
9	The philosophy of change is adopted as needed.	78	57.78	48	35.56	9	6.67	339	0.84	53.20	3
Axel total score								3576	0.80		
Minimum confidence = 0.59						Maximum confidence = 0.75					

F= Frequency

Table (8) shows the following:

- The mean (3, 4, 6, 7, 8, 9) is higher than the maximum, indicating that it has been achieved significantly by the **leadership excellence axis** of sports specialists in the Ministry of Youth and Sports.
- The percentage of phrases (1, 2, 5) is limited to the minimum and the maximum, indicating that it is achieved on average by the axis of leadership excellence of the sports specialists in the Ministry of Youth and Sports.

The results of this study are consistent with the results of the study of Abdul Aziz Abdul Ghafoor and Abdul-Sobhhan , Al-Ansari; Sami Mustafa Ali (2018) (7) that there is a direct impact of leadership characteristics on risk tolerance, while there are positive effects of the characteristics of administrative leadership on institutional excellence, and that institutional excellence mediates the relationship between the attributes of administrative leadership and leadership capabilities are partially expanded.

It is also consistent with the results of the study of

Abdul Mua'ti Mahmoud Al-Buhaisi (2014) (8) that the members of the research sample agree on the availability of institutional excellence in all dimensions (leadership - human - services) to a large extent, and there is a relationship between organizational culture and administrative authority, And the distinction between leadership, human and services.

The two researchers attribute that result to the fact that the distinguished leadership works in several ways to improve the performance of the work by encouraging the employees to the new and distinguished ideas that deal with the creative side according to the philosophy of the senior leadership of the Ministry of Youth and Sports from the minister and through the organizational structure, the adoption of the philosophy of change was clear after Egypt went through two successive revolutions. The most important objection of the youth was the bureaucracy in dealing with all the activities, activities and projects of the

ministry which are directly related to the activities needed by youth in the activities provided to them, which called for future planning, which addresses the needs of the

beneficiaries of the activities of the Ministry and the youth programs available and follow-up sports activities provided by sports federations.

**Table (9)**  
**Frequency, percentage of average response, Ka box, and order of the responses of the research sample for the terms of the second axis "human excellence of the sports specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
10	Develop the competencies of its employees to achieve creativity and excellence.	108	80.00	21	15.56	6	4.44	372	0.92	134.80	2
11	Attracting qualified people to work there.	27	20.00	63	46.67	45	33.33	252	0.62	14.40	9
12	Providing the modern capabilities and equipment to help the employees to do their work with high quality..	96	71.11	30	22.22	9	6.67	356	0.88	91.60	3
13	Provide a reward for the workers to suit his periodic evaluation.	36	26.67	66	48.89	33	24.44	273	0.67	14.80	6
14	Provide opportunities for the recruitment of distinguished employees.	21	15.56	66	48.89	48	35.56	243	0.60	22.80	10

**Follow Table (9)**  
**Frequency, percentage of average response, Ka box, and order of the responses of the research sample for the terms of the second axis "human excellence of the sports specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order	
		F	%	F	%	F	%					
15	Develop effective programs to integrate new employees into the work.	30	22.22	72	53.33	33	24.44	267	0.66	24.40	8	
16	Measuring the job satisfaction of employees periodically.	36	26.67	66	48.89	33	24.44	273	0.67	14.80	7	
17	Ensure the good investment of the employees.	72	53.33	39	28.89	24	17.78	318	0.79	26.80	4	
18	Develop programs for the implementation of social activities (recreational trips and cultural activities ...) for their employees	39	28.89	66	48.44	30	22.22	279	0.69	15.60	1	
19	Forming teams as a basis for accomplishing difficult tasks.	117	86.67	6	4.44	12	8.89	375	0.93	173.20	1	
Axel total score								5009	0.74			
Minimum confidence = 0.59				Maximum confidence = 0.75								

F= Frequency

Table (9) shows the following:

- The means (10, 12, 17, 19) was higher than the

maximum, which indicates that it has achieved a great deal in terms of the axis of human

excellence of the sports specialists in the Ministry of Youth and Sports

- The number of phrases (11, 13, 14, 15, 16, 18) is limited to the minimum and the highest, indicating that it is achieved on average by the axis of human excellence of the sports specialists in the Ministry of Youth and Sports.

The results of this study are consistent with the results of the study of Hussein Mohammed Al-Azab, Faraj Shimoih Al-Anza (2013), 3 in the presence of an impact on human resources functions in achieving excellence and upgrading these functions to the desired levels of senior management by achieving compatibility between designing and analyzing work with organizational structures. Provide incentives for employees to achieve organizational excellence.

It is also in line with the results of Kim's study (2010) [17] where there is a high

contribution to workers' expectations of a competitive environment for the performance of their institutions.

The two researchers attribute this result to the interest of the leadership of the Ministry of Youth and Sports to provide the modern capabilities and devices that enable sports specialists to carry out their work with high quality, efficiency and excellence ,And the continuous pursuit of the leadership of the Ministry of Youth and Sports to develop the competencies of sports specialists to achieve creativity and excellence in the implementation of all works by facilitating the leadership of the Ministry of Youth and Sports (represented by the Minister of Youth as well as the heads of the central departments of the ministry) in the selection of professionals and specialists, by forming a team for each department separately.

**Table (10)**  
**Frequency, average score, average response rate, Ka box, and ranking of the responses of the research sample for the terms of the third axis, "Service Excellence for Sports Specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
20	Conducting ongoing surveys to identify the needs of various sports institutions	45	33.33	45	33.33	45	33.33	270	0.67	0.00	5
21	The provision of services to sports institutions is subject to constant control and development.	80	59.26	51	37.78	4	2.96	346	0.85	65.38	2
22	Reliance on modern technology in providing its services.	48	35.56	78	57.78	9	6.67	0.76	0.76	73.20	3
23	Continuous monitoring of its facilities to improve the delivery of services.	87	64.44	42	31.11	6	4.44	267	0.78	73.20	6
24	Providing services to suit the needs of its sports institutions.	30	22.22	72	53.33	33	24.44	267	0.66	24.40	6
25	Ensuring that the best services are followed.	27	20.00	63	46.67	45	33.33	252	0,62	14.40	8

**Table (10)**  
**Frequency, average score, average response rate, Ka box, and ranking of the responses of the research sample for the terms of the third axis, "Service Excellence for Sports Specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order	
		F	%	F	%	F	%					
26	Providing fast-paced services to save time and effort.	36	26.67	66	48.89	33	24.44	273	0.67	14.80	4	
27	Relying on the feedback of its employees to improve the level of services.	45	53.33	39	28.89	51	37.78	264	0.65	14.80	7	
Axel total score								2212	0.68			
Minimum confidence = 0.59				Maximum confidence = 0.75								

Table (10) shows the following:

- Where the average expression (21, 22, 23) is higher than the maximum limit, which indicates to be achieved significantly by the **axis of service excellence** of sports specialists in the Ministry of Youth and Sports.
- The number of phrases (20, 24, 25, 26, 27) is limited to the minimum and maximum, indicating that it is achieved on average in the center of **service excellence** of the sports

specialists in the Ministry of Youth and Sports.

These results are in line with the findings of Abu Bakr Al-Qahtani (2012). (1) To enable the employees to play a major role in achieving the competitive advantage of the workers in the institutes under consideration by using the self-financing range of incentives for their effective role in achieving competitive advantage, to provide many distinctive services.



**Table (11)**  
**Frequency, percentage of average response, Ka box, and order of the responses of the research sample for the terms of the fourth axis "Excellence of knowledge of sports specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
28	Encourage employees to pursue scientific research and continuous learning to raise performance.	39	28.89	66	48.89	30	22.22	279	0.69	15.60	4
29	Stimulate and reward learning initiatives for employees.	18	13.33	51	37.78	66	48.89	222	0.55	26.80	4
30	Holding training courses and conferences on the importance of knowledge and intellectual capital.	33	24.44	57	42.22	45	33.33	258	0.64	6.40	7
31	Benefit from the experience of other institutions in their knowledge management.	36	26.67	75	55.56	24	17.78	282	0.70	31.60	3

**Follow Table (11)**  
**Frequency, percentage of average response, Ka box, and order of the responses of the research sample for the terms of the fourth axis "Excellence of knowledge of sports specialists in the Ministry of Youth and Sports" (N = 135)**

	Phrases	agree		To some extent		Disagree		Average score	average response rate	Ka box	order
		F	%	F	%	F	%				
32	Establish knowledge management to support employees' commitment to a culture of excellence	39	28.89	63	46.67	33	24.44	267	0.68	11.20	5
33	Adopting electronic systems that contribute to the development of knowledge and information among its employees.	45	33.33	45	33.33	45	33.33	270	0,67	0.00	6
34	Spread the culture and awareness among the employees of the importance of the knowledge.	80	59.26	51	37.78	4	2.96	346	0.85	65.38	1
35	Relying on the feedback of its employees to improve the level of services.	48	35.56	78	57.78	9	6.67	309	0.76	53.20	2
Axel total score								2242	0.69		
Minimum confidence = 0.59								Maximum confidence = 0.75			

Table (11) shows the following:

- The average number of words (34, 35) is higher than the maximum, which indicates that they have achieved a significant level of **knowledge excellence** among the sports specialists in the Ministry of Youth and Sports.

- The number of phrases (28, 30, 31, 32, 33) is limited to the minimum and maximum, indicating that it is achieved at an average level of the **knowledge excellence axis** of the sports specialists in the Ministry of Youth and Sports

- The proportion of the phrase (29) is less than the minimum, indicating that it is not achieved in the axis of **knowledge excellence** of sports specialists in the Ministry of Youth and Sports.

The results of this study are in line with the results of the saada study (2014) (21) in identifying the role of leadership in the development of the leaders of the vision, mission and value system in the college with the participation of the relevant authorities with the students, to spread the culture of excellence.

The researchers attributed the result to the great

interest in training the sports specialists in the Ministry of Youth and Sports and the availability of knowledge in a large proportion to the development of performance in the implementation of the policies and procedures related to work within the ministry or associated with all projects, especially the new procedures to prepare for the Olympic and international competitions. Spread the culture and awareness of the importance of knowledge to reach outstanding results.

And that there are many leaders in the Ministry of Youth and Sports believes in the importance of the development of sports specialists through the holding of training courses and conferences on the importance of knowledge and intellectual capital of workers or help them to obtain master's or doctorate degrees in the field of sports management at any of the colleges of Physical Education, As a catalyst for the development of scientific thought of workers and raise the level of performance through the dissemination of the culture of excellence using

electronic systems that contribute to the development of knowledge and information among the employees of the ministry and benefit from the experiences of institutions and other ministries in the management of information and knowledge.

The two researchers have completed the answer to the second question, which states what is the reality of the strategies of institutional excellence (leadership excellence, human excellence, service excellence, knowledge excellence) in the sports

specialists in the Ministry of Youth?

**Answer the third question which states:**

What is the relationship between the strategies of the visual administration (strategy of the development of the rules of work - the strategy of purification - the strategy of eliminating waste) and the institutional excellence (excellence leadership - human excellence - service excellence - knowledge excellence) of sports specialists in the Ministry of Youth and Sports?

**Table (12)**

**Matrix of the link between the axes of the strategies of visual management and the axes of institutional excellence among the sports specialists in the Ministry of Youth and Sports N= 135**

Axes of visual management strategies	Institutional Excellence axes				
	Leadership excellence	Human excellence	Service excellence	Knowledge excellence	total
Strategy for developing business rules	*0.361	*0.227	*0.232	*0.354	*0.215
Cleansing Strategy	*0.401	0.065	0.108	*0.202	*0.266
Strategy to eliminate waste	*0.485	0.120	0.034	*0.534	*0.349
total summation	*0.423	0.154	*0.339	*0.341	*0.388

The value (t) of the table at the level of significance (0.05) = 0.174

Table (12) shows that:

- There is a statistically significant positive correlation between the focus of (the strategy of developing the work rules, leadership excellence, human excellence, service excellence, cognitive excellence, total number) of the total sample of sports specialists in the Ministry of Youth and Sports.

This is consistent with the study of Wajid bin Matar al-Hadhli (2015), Schaltz (2013), (22), Hussein Mohammed al-Azab, Faraj Shimoih al-Anza (2013), Hashim Fawzi al- abadi (2007) (13).

The researchers attribute this to the Ministry's keenness to disseminate its vision, mission and objectives in a clear and accessible way for all, Where the researchers noted the existence of vision, mission and objectives on the ministry's web page, And the Ministry's interest in formulating the strategy through the instructions issued to the supervisors to include the vision, mission and objectives in the annual reports of the achievements and all of its publications, And the

realization of supervisors that the formulation of the strategy reflects the philosophy of the ministry, ambition and purpose of existence, and facilitate the understanding and implementation of the stages of strategic planning, in addition to the leadership has a direct impact on excellence, through the development of the capabilities of individuals, and encourage them to move towards creativity and excellence, Characterized by leadership skills and effective working relationships, and the ability to renewed think which moves away from tradition, As well as its interest in encouraging competition among individuals to reach new ideas, and the Supreme Command if adopted an open door strategy, and support direct contacts between them and employees.

- There is a statistically significant positive correlation between both the cleansing strategy axis and (the leadership excellence, cognitive excellence, total of the total sample) of sports specialists in the Ministry of Youth and Sports.

- There is no statistically significant positive correlation between the axis of **the cleansing strategy** and the pivotal (**human excellence and service excellence**) of the total sample of sports specialists in the Ministry of Youth and Sports.

The researchers attributed that result to the fact that the leaders seek and deal by going down to the ground to diagnose the problems and their causes accurately so that the appropriate treatment can be characterized. Of course, the methods of treatment may include the dimensions of some of the figures that impede the work process, especially in some important projects that the Ministry attaches special importance to, which are considered national projects such as the promising project, the Olympic champion, the giants and the talents. It was incumbent upon the leadership in the ministry to achieve success to seek a clear cleansing of the sports specialists in the ministry and to stop the cleansing at this point, but it should extend to tools, equipment, methods and policies. From Huda Qasim

Saeed (2017) (13), Abu Bakr al-Qahtani (2012) (1), Hashim Fawzi al-Abbadi (2007). (12).

- There is a statistically significant positive correlation between each axis of the strategy of elimination of waste (leadership excellence, cognitive excellence, total) in the total sample of sports specialists in the Ministry of Youth and Sports.

- There is no statistically significant positive correlation between the axis of the strategy of elimination of waste and pivotal (human excellence, service excellence) in the total sample of sports specialists in the Ministry of Youth and Sports.

- The two researchers attribute that result to the fact that many leaders are striving to try not to waste many of the potentials, material and human resources that are very few in line with the desired goals of the Ministry of Youth and Sports. Many leaders succeed in this way. Many claims of workers providing incentives and rewards regardless of the level of performance. This also appears in the disbursement of some activities carried out by some of the central

administrations and the youth and sports administrations in the governorates, in addition to the availability of electronic devices necessary for the implementation of administrative activities and policies through the use of electronic systems and electronic databases. . Sosan Ahmed Hamada(21) (2018), (5), saada (2014) (21), and in the field of education), Hashim Fawzi al-Abadi (2007) (12).

- Finally, there is a statistically significant positive correlation between the total of the questionnaire of the visual management strategies and all the axes of institutional excellence (leadership excellence, service excellence, and cognitive excellence, total) for the total sample of sports specialists in the Ministry of Youth and Sports.

- While there is no statistically significant correlation between the total of the questionnaire of the visual management strategies and the axis of human excellence in the total sample of sports specialists in the Ministry of Youth and Sports.

- The researchers attributed the result to the fact that visual

management is not a method of crisis management, but a continuous platform for the management of daily events in their place and time within the Ministry of Youth and Sports, The management style draws on the value of realism and transparent vertical and horizontal relations in the institutional work inside the ministry. It is therefore an important challenge to manage the future from the ground through the use of many visual management strategies in the work rules used within the Ministry of Youth and Sports, And the process of disinfection of the problems and crises that may face the central departments and national projects carried out by the ministry, including the elimination of waste in the efforts of workers and financial resources available to all activities to achieve institutional excellence. This is consistent with the study of Huda Qasim Saeed (2017) 13, Wajid bin Matar al-Hadhli (2015), 14 (Abdalmua'ti Mahmoud al-Buhaisi (2014) (8).

Higher leadership has a direct impact on excellence by developing individuals' abilities and encouraging them to move towards creativity and excellence through excellence in leadership skills, effective work relationships, the ability to innovate thinking that deviates from tradition, as well as encouraging competition among individuals to reach new horizons. If it adopted an open door strategy, and support direct contacts between them and employees of the ministry, This allows the exchange of information on the effectiveness of the Ministry, the ability to discuss it, and access to proposals for the creation of new solutions to its problems. , It is agreed with the study of: Huda Qasim Saeed (2017) (13), Abdul Aziz Abdul Ghafoor Abdul Sabhan Al Ansari, Sami Mustafa Mohammed (2018), 7 Hashim Fawzi Al Abbadi (2007) (12). This is the answer to the third question, which states: **"What is the relationship between the strategies of the visual administration (the strategy of developing the rules of work - the strategy of purification - the strategy of**

eliminating waste) and the institutional excellence (excellence leadership- human excellence- service excellence - knowledge excellence) Youth and Sports

Conclusions and Recommendations:

### **First: Conclusions:**

In light of the objectives of the research and questions and statistical treatments and discuss the results. It was reached the following:

A- In relation to the reality of strategies of visual management (strategy of setting the rules of action - strategy of cleansing - strategy of eliminating waste) in the sports specialists in the Ministry of Youth and Sports

- 1) Establish clear rules of action.
- 2) Assign tasks to responsibilities so as not to allow business overlap.
- 3) Develop rules of action that are consistent with their mission, goals and strategic objectives.
- 4) Develop objective business evaluation methods.
- 5) View the areas of the plans and their terms on the employees.



B- In terms of the reality of institutional excellence (leadership excellence - human excellence - service excellence - knowledge excellence) in the sports specialists in the Ministry of Youth and Sports:

1. Develop a regulatory system aimed at clarifying how and the quality of the current performance.
2. Introducing the value of speed in performance with its dominance in the culture of its employees.
3. Take immediate action to contain and follow up any situation.
4. Identifying aspects of disbursement on different activities.
5. Take the planning process for future needs.

#### **Recommendations:**

In the light of the results of this study, which the researcher reached, and within the sample of the study conducted. The researcher recommends the following:

- Build strategic plans and implement them accurately.
- Develop business rules continuously to become more effective.
- Making policy changes to the benefit of the business

- Follow the change management to meet the challenges of the future
- Elimination of corruption and administrative hypocrisy
- Elimination of routine that would disrupt the work process
- Elimination of the method of control violence against its employees.
- Develop a regulatory system aimed at clarifying how and quality of current performance.

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